



EFFECT OF PROFESSIONALISM AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE DEVELOPMENT PROGRAMS AS AN INTERVENING VARIABLE

Ramona Dwi Kinasih¹⁾; Vera Firdaus*²⁾, Dewi Andriani³⁾

^{1,2,3)}Universitas Muhammadiyah Sidoarjo

*Correspondent Author: verafirdaus@umsida.ac.id

How to Cite :

Kinasih, R. D., Firdaus, V., Andriani, D. (2025). *Effect of Professionalism and Work Discipline on Employee Performance Through Employee Development Programs as an Intervening Variable*. *Bima Journal : Business, Management and Accounting Journal*, 6 (1) 559 – 576. DOI: <https://doi.org/10.37638/bima.6.1.559-576>.

ARTICLE HISTORY

Received [30 April 2025]

Revised [18 May 2025]

Accepted [27 June 2025]

KEYWORDS

Professionalism, Work Discipline, Employee Development Program, Employee Performance

ABSTRACT

Purpose: This study aims to analyze the effects of professionalism and work discipline on employee performance at PT X, with the Employee Development Program serving as an intervening variable. **Methodology:** A descriptive quantitative research design was employed, utilizing purposive sampling techniques with 100 respondents. Data were analyzed using SmartPLS software, including Outer Model Test analysis, Cronbach's Alpha, Average Variance Extracted (AVE), Composite Reliability, R², and estimates for path coefficients. **Results:** The results indicate that professionalism positively affects employee performance ($T = 2.639$, $p = 0.009$) and enhances employee development programs ($T = 2.344$, $p = 0.019$). Work discipline, while negatively affecting performance ($T = 1.784$, $p = 0.075$), significantly positively influences employee development programs ($T = 4.764$, $p = 0.000$). Employee development programs are found to significantly improve performance ($T = 3.890$, $p = 0.000$). **Findings:** The study highlights that professionalism and employee development programs play a critical role in enhancing employee performance, while work discipline, despite its positive impact on development programs, does not have a significant direct effect on performance. **Novelty:** This research provides new empirical insights into the interplay between professionalism, work discipline, and employee development programs, emphasizing their impact on employee performance. **Originality:** The study is original in its focus on the mediating role of employee development programs in the context of professionalism and work discipline. **Conclusions:** Professionalism and structured development programs are key to enhancing employee performance. **Type of Paper:** Empirical research paper.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



INTRODUCTION

PT X is a company engaged in the nonwoven industry. The company is committed to optimizing the quality of the company's human resources. PT X has a vision to become a superior company in the field of nonwoven industry. The company continues to strive to optimize the quality of services and products offered to customers. PT. X has a mission to improve company

performance through continuous employee development. The company believes that motivated and skilled employees can optimize the quality of work and achieve company goals. PT. X continues to invest in employee development through several training and development programs.

In PT X's 2023 Annual & Sustainability Report, training programs through Academy X influenced improvements in employee performance, professionalism, and work discipline. Attendance rate reached 95%, while 90% of program participants reported improved skills. In addition, productivity increased by 15% compared to the previous year, contributing to the company's net profit of USD 7,534,985. This investment in employee development is effective in creating a more professional workforce(Report & Report, 2023).

In line with the development and improvement of PT. X, for its continuation the company requires employee characteristics that have professional performance, discipline, and who have the potential to support the Company. Furthermore, with the development of PT X which wants to further improve the quality of its products, it needs to be supported by employee performance based on clear and measurable work targets for each employee and team. However, (Oktavia & Firdaus, 2023) realizes that optimal performance is not only determined by targets alone. Other factors such as employee competence, employee professionalism, work discipline, and being able to adapt to changes, therefore PT. X established an employee development program, namely Academy X

It is very important for all employees to have a professional attitude when doing work so that employees can optimize their time, resources, knowledge, energy, and abilities according to their work. This attitude of professionalism will have an impact on how well employees perform(Aisyah et al., 2017). Employee development programs can optimize the quality of professionalism of employees in carrying out their functions and duties optimally (Eryana & Indah, 2020) In order to be considered a professional employee, employees must meet three conditions: have the expertise to carry out obligations in accordance with their abilities, perform the profession or obligation by determining standard standards in the relevant field, and carry out the profession or obligation by complying with established professional ethics(Candra et al., 2023). Employees who have high experience and balanced with equal education will potentially create employees who have high professionalism through the Academy X Program.

Good work discipline can help employees obey organizational rules that can optimize performance, company leaders must monitor every action and behavior taken by all employees in the workplace(Jufrizen, 2021) Discipline is considered a guarantee of quality work implementation because it provides clarity and certainty about the implementation of tasks, so that employees become more confident about what employees do and where employees go. Discipline becomes a non-physical medium for employees to avoid risks and mistakes that harm the company and themselves(Pamulang, 2019). If the level of discipline is strong and tends to be positive, it indicates a strong level of discipline, so disciplined employees will do a good job(Ummah, 2019). PT X's development program has a close relationship with work discipline because it can help employees improve employee abilities, which in turn can improve work discipline and company performance.

Training at Academy X and employee performance are closely related. Organized training programs help employees acquire the soft and technical skills necessary to meet the demands of the nonwoven industry(Niati et al., 2019). Employees with good skills tend to be more productive, fulfill tasks more efficiently, and make fewer mistakes in the work process(Raymond, 2018). In addition, employees who receive training that improves the employee's understanding of the production process can find and solve problems more efficiently. Skills development improves overall company performance(Kerja et al., 2024). Therefore, improved employee performance has a direct impact on increased company profits due to the investment in training at Academy X.

In this study, we developed a gap in previous research (Saputra, 2019) which uses employee performance as the dependent variable and adds employee development programs as intervening variables. The difference that is also a gap so that it is developed by this research is on (Andriani & Redita Ramadhani, 2022) This research applies quantitative research types while this research uses

quantitative descriptive research types. Furthermore, this study also has a development that exists in the work discipline indicators used by research (Tanjung & Rasyid, 2023) This study only explains the indicator of obedience to rules, while this study explains 3 other indicators. Another gap exists in research (Hadi Panjaitan, 2022) which uses the object of the dependent variable on the performance of hospital employees, while this study uses the object of employee performance in the company for the dependent variable. The research (A. N. Sari et al., 2024) only looks at employee development in general, while in this study looking at the effectiveness of employee development programs is highly dependent on its relevance to the needs of employees and organizations.

Formal research question: Do professionalism and work discipline through employee development programs have a positive and significant influence on employee performance at PT X?

The research employs a descriptive quantitative methodology, utilizing purposive sampling techniques to gather data from 100 respondents. The analysis will be conducted using SmartPLS software to assess the relationships between professionalism, work discipline, employee development programs, and employee performance.

Literatur Review

Professionalism

Professionalism refers to professional ability and behavior, ability is defined as the knowledge possessed by employees (Rehman & Solikhah, 2024). Professionalism is a behavior, goal, or set of traits that show or describe the characteristics of a profession (Fachmi et al., 2021). Professionalism is used as an effective corporate tool and is used to measure how well the apparatus functions (Abbas, 2020). Professionalism in an organization or company is the division of tasks and distributing tasks according to specialization, which is based on qualified and experienced employees (Waterkamp et al., 2017). From this explanation, it can be concluded that the indicators of professionalism used are based on (Atika & Mafra, 2020) that is:

1. Competence: the ability and skills of employees to carry out their responsibilities and duties.
2. Effectiveness: indicates the extent to which employees achieve the results and objectives of the employee's work.
3. Efficiency: how employees use resources (time, effort, and cost) to achieve the highest results while reducing the level of effort.
4. Responsibility: Shows the awareness and commitment of employees in fulfilling their obligations and being accountable for work results to the company.

A high professional level is used to do the job effectively, professional employees must have high expertise. Employees who know what their expertise and skills are will find it easier to perform their tasks and work compared to other employees who do not know what their expertise is (Ummah, 2019). Previous findings (Gerhana et al., 2019) prove that professionalism has an influence on employee performance, in research (Wulan Ndari et al., 2024); (Kania, 2024); (Widyastomo et al., 2022) proves that professionalism has an influence on employee development programs. While in research (Ayu Lucy Larassaty et al., 2023) proves that professionalism has no influence on employee development programs.

Work Discipline

Work discipline is employee compliance with company rules in terms of regulations or completion of employee tasks (Yani et al., 2021). Discipline is a component of action that shows that employees comply with company rules regularly and consciously (Djuwantoro et al., 2024). Work discipline means fulfilling assigned duties and authorities and respecting applicable regulations (Wulandari et al., 2023). Indicator (Musrifah et al., 2024) that support this research, as follows:

1. Obedience to work rules: shows the willingness of employees to obey the rules and procedures determined by the company when employees perform work.

2. Attendance frequency: refers to how often employees arrive at work as scheduled,
3. Work Ethics: the attitude shown by employees in interacting and carrying out tasks, such as honesty and respect.

It is said that discipline is also used to train and educate employees to obey the rules and work regularly in the organization (Pps et al., 2020). Previous findings prove that work discipline can affect employee performance (Kholifah & Firdaus, 2023), in this study (Dwi pernanda, 2024); (Silalahi, 2019); (Mahdafiqia, 2024) found that work discipline does not have a positive influence on employee development programs.

Employee Development Program

Employee development programs are the process of preparing employees to take on different or better roles within the company. Improving the intellectual ability to perform a job optimally is usually associated with employee development (Sulistiyowati et al., 2024). Development focuses more on the long term and helps prepare employees for organizational change and growth (Furqan & Siregar, 2022). The training program is a series of activities intended to develop employees' knowledge, insights, abilities, attitudes, and work performance. (V. F. Firdaus & Sidoarjo, 2019). Indicator Employee development program (Ardani & Firdaus, n.d.) supporting this research include:

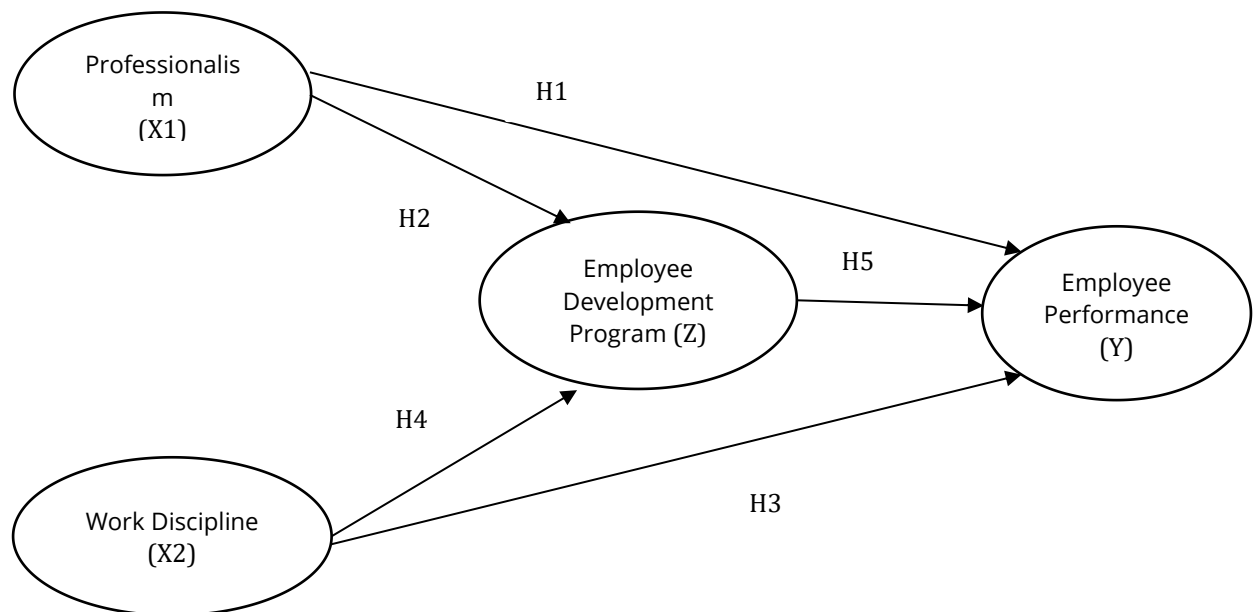
1. Basic training: is a program that provides employees with the basic knowledge and skills needed to do the job well from the start.
2. Skills training: refers to programs that aim to improve the specific skills that employees need in a particular field in order to make a good contribution to the workplace.
3. Comprehension training capability: ensuring that employees understand the company's vision, mission and values, as well as how the employee's role helps to achieve the company's overall objectives.

Employee development programs must be created in advance so that employee development can be carried out properly and regularly (Espregren, 2024). Previous findings (In et al., 1957); (Panjaitan, 2017) shows that the employee development program will affect employee performance, while in research (Mousa & Othman, 2020) shows that employee development programs have no effect on employee performance.

Employee Performance

Performance is the result of work in quality and quantity achieved by an employee after finishing theirs based on their responsibilities given (Asgaruddin, 2023). Employee performance is the result achieved by employees or teams of employees in line with the responsibilities and authority of each employee during a certain time, the company must assess the performance of its employees (Wartono, 2017). Performance is the most important part of any company or organization, because every company must produce an increase in all employee efforts (Sinaga et al., 2020). Performance is the company's ability to consistently meet business needs and improve the company's ability to achieve them (V. Firdaus et al., 2024). Employee performance indicators refer to (H. I. Sari, 2022) including:

1. Accuracy in completing work: It is expected that employees can complete tasks within the stipulated time.
2. Level of employee initiative: Initiative employees tend to be more proactive in looking for ways to improve work processes and assist with innovation and improvement.
3. Employees' ability to work together: In order to achieve organizational goals, effective teamwork is essential, and employees must be able to collaborate and communicate well.

Figure 1. Conceptual Framework**Hypothesis**

H1: Professionalism has a positive and significant effect on employee performance at PT. X.

H2: Professionalism has a positive and significant effect on employee development programs at PT. X.

H3: Work discipline has a positive and significant effect on employee performance at PT. X.

H4: Work discipline has a positive and significant effect on employee development programs at PT. X.

H5: Employee development programs have a positive and significant effect on employee performance at PT. X

METHOD**Analysis Method**

This research uses descriptive quantitative research by describing the numbers that have been obtained as a result of the research. PT. X is a company engaged in the nonwoven industry. The population used is all permanent employees at PT. X with a total of 350 employees. Data collection uses sampling techniques, namely purposive sampling to obtain conclusions that are more focused on the object of research. From the selected data collection technique, it uses a sample that is assumed to be 100 employees who have the following criteria: 1) Employees who have participated in the Academy X program, 2) Employees who have at least 1 year of work experience at PT. X, 3) Including permanent employees at PT. X.

This study uses a Likert scale questionnaire with a total of 26 statements consisting of 8 statement items on the professionalism variable, 6 statements on the work discipline variable, 6 statements on the employee development program variable, and 6 statement items on employee performance. This study applies one type of data, namely primary data. Primary data is obtained from filling out questionnaires by samples or respondents. The data obtained will then be processed using Smart Partial Least Square (SPLS) software version 3.0. The data analysis techniques used are *Outer Model test*, *cronbach's Alpha*, *Average Variance Extracted (AVE)*, *Composite Reliability*, *R Square*, *Estimate for Path Coefficient*.

Definition of Operationalism Professionalism

Professionalism is operationally defined as the behavior demonstrated by employees in carrying out their duties and responsibilities with integrity (Fachmi et al., 2021). Indicators of professionalism used based on (Atika & Mafra, 2020), namely:

1. Competence: The skills and abilities possessed by employees to perform duties and responsibilities related to the nonwoven industry.
2. Effectiveness: indicates an employee's ability to achieve production goals and work results.
3. Efficiency: employee behavior in utilizing resources (time, effort, and cost) to achieve the best results in the production process with the best effort.
4. Responsibility: demonstrates that employees are aware of and committed to fulfilling their obligations and are accountable to management and customers.

Work Discipline

Work discipline can be defined operationally as the willingness of employees to obey work rules and standard operating procedures of the company referring to the opinion put forward (Yani et al., 2021). Indicators (Musrifah et al., 2024) support this research, as follows:

1. Adherence to work regulations: shows that employees are willing to comply with standard operating procedures and work regulations in the company.
2. Frequency of attendance: refers to how often employees attend as scheduled and are late from the scheduled time.
3. Work ethics: the attitude shown by employees in interacting with coworkers and carrying out employee responsibilities in the workplace.

Employee Development Program

The employee development program is operationally defined as a structured and sustainable annual process to improve employee capabilities and performance according to the needs of each division through structured training, mentoring, and performance evaluation according to (Sulistiyowati et al., 2024). Indicators of employee development programs (Ardani & Firdaus, n.d.) support this research including:

1. Basic training: a program that provides the basic knowledge and skills required by the company's employees to do their jobs well.
2. Skills Training: a program that aims to improve the specific skills needed by employees in each division so that employees can make the best contribution in the workplace.
3. Comprehension training capabilities: programs that help employees understand the product quality and work targets that the company wants, as well as how the employee's role in achieving broad company goals.

Employee performance

Employee performance is operationally defined as the results of work achieved by employees or groups of employees in accordance with the targets set by the company that help the company achieve its strategic goals (Wartono, 2017). Employee performance indicators refer to (H. I. Sari, 2022) including:

1. Accuracy in completing work: the ability of employees to complete work on time and according to the Company's target.
2. Employee initiative level: employees with initiative tend to be more proactive in finding ways to improve production processes and support innovation and improvement in each division.
3. The ability of employees to work together: employees must be able to cooperate and communicate well with each other to achieve company goals.

RESULTS AND DISCUSSION

Respondent Description

In this study, the authors obtained a sample of PT X employees using a Google Form questionnaire delivered via the WhatsApp application. An overview of the characteristics of the 100 respondents will be presented in order to provide an overview of the respondents' personal circumstances.

Table 1. Respondent characteristics

Variable	Category	Frequency	Percentage (%)
Jenis Kelamin	Laki-Laki	75	75
	Perempuan	25	25
Usia	<21 tahun	1	1
	21-30 tahun	30	30
	31-40 tahun	30	30
	41-50 tahun	38	38
	>50 tahun	1	1
Lama Bekerja	<2 tahun	1	1
	2-6 tahun	25	25
	7-11 tahun	16	16
	12-16 tahun	17	17
	>16 tahun	41	41
Pendidikan	SMA/SMK/MAN	37	37
	S1	63	63
Status Pekerjaan	Karyawan Tetap	100	100

Source: Processed Data 2025

By referring to the data in table 1, it can be concluded that the characteristics of the respondents consisted of 75% or 75 respondents and 25% or 25 respondents. In the age category, the most respondents were aged 21-30 years which reached 30% or 30 respondents, while there was one respondent each who was under 21 years old and over 50 years old. This proves that the majority of respondents are located in the productive age range. For length of work, the majority of respondents (41%) have worked for more than 16 years, while 1 respondent or 1% has worked for less than 2 years. In terms of education, 63% of respondents have an S1 education, while 37% have a SMA/SMK/MAN education. Regarding employment status, all respondents (100%) are permanent employees, which indicates that permanent employees dominate in the company.

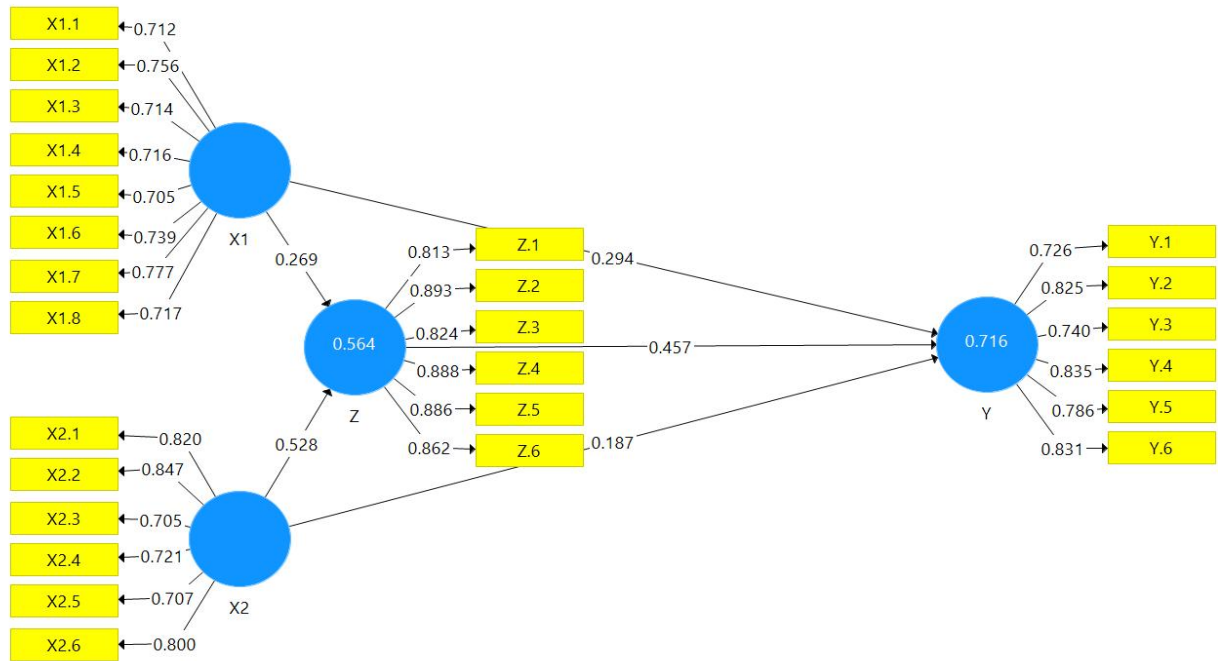
RESULTS

Hypothesis Testing and Analysis

In this study, data analysis was carried out by validity testing, reliability testing, and hypothesis testing. This measurement uses SmartPLS (Partial Least Square) with 100 respondents who are employees of PT X, to prove whether the research conducted is valid or not.

Measurement Model Analysis (Outer Model)

Figure 2. SmartPLS outer model diagram



Source: SmartPLS output (2025)

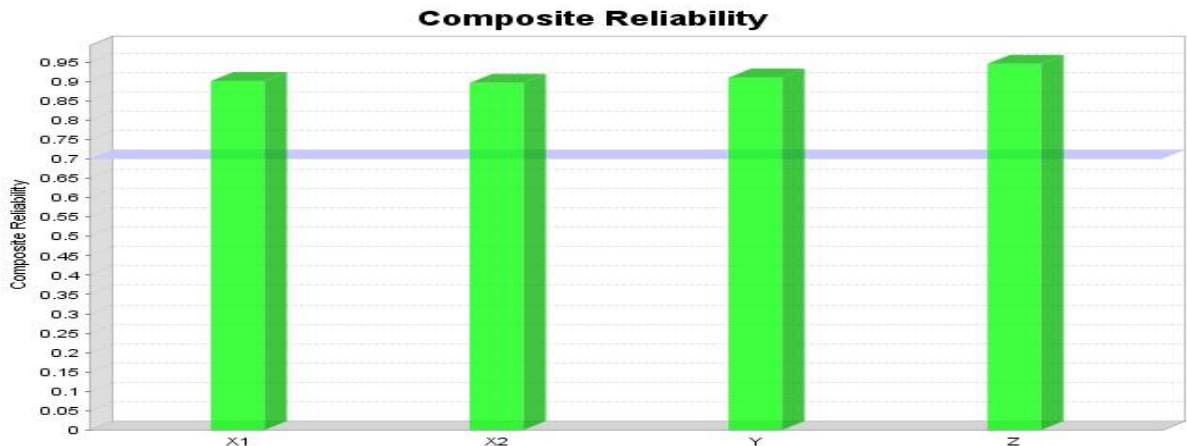
The measurement model test (outer model) aims to determine the interaction between latent variables and manifest variables. This test includes *discriminant validity*, *reliability convergent validity* and *convergent validity*.

Validity Test

The loading factor or outer model value can be applied to test convergent validity. The outer loading value of each indicator in the research variable proves that each indicator of the professionalism variable (X1), work discipline (X2), employee development program (Z) and employee performance (Y) has an average outer loading > 0.7. So it can be articulated that the indicators of each variable meet the criteria for convergent validity.

Reliability Test

Figure 3. Composite reliability diagram



Source: SmartPLS output (2025)

Composite Reliability is used as a tool to evaluate indicator reliability for each variable. In this study, the combined value of variable reliability is considered to meet the criteria if the value is > 0.7. The following can be seen the composite reliability value in table 2:

Table 2. Composite reliability

Variable	Composite Reliability
Professionalism (X1)	0.901
Work Discipline (X2)	0.896
Employee performance (Y)	0.910
Employee Development Program (Z)	0.945

Source: SmartPLS output (2025)

From the test results in table 2, the composite reliability value of the professionalism variable is 0.901, the composite reliability value of work discipline is 0.896, the composite reliability value of employee performance is 0.910, and the composite reliability value of employee performance is 0.945, indicating that the value of all variables is > 0.7, which means that all variables are declared reliable.

A model construct is considered to have a high level of reliability if the AVE is more than 0.5, which proves that the model structure has good reliability. If AVE > 0.5, the data is considered reliable. The AVE values for all variables are displayed as follows:

Table 3. Average variance extracted

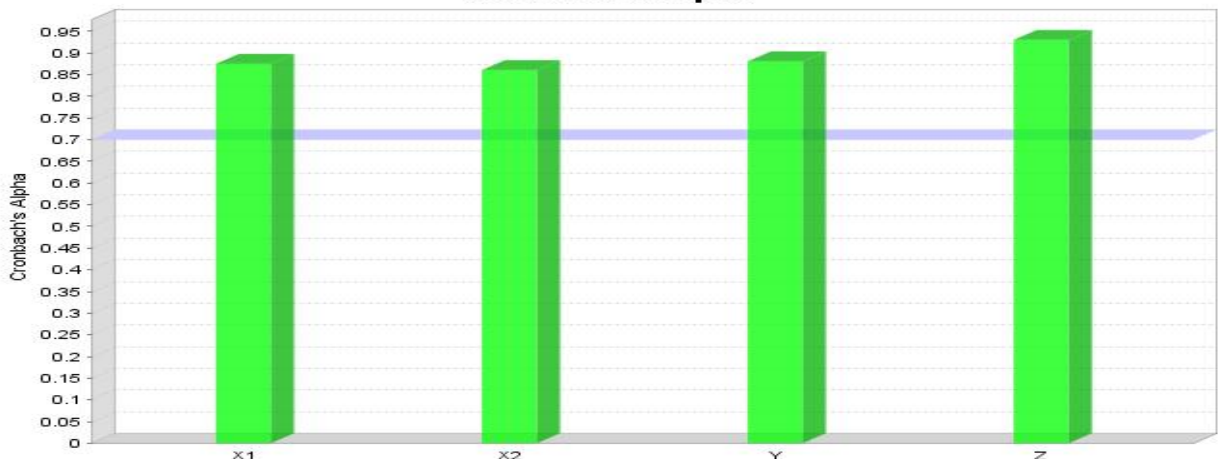
Variable	Average Variance Extracted (AVE)
Professionalism (X1)	0.533
Work Discipline (X2)	0.591
Employee performance (Y)	0.627
Employee Development Program (Z)	0.742

Source: SmartPLS output, 2025

Based on table 3, it proves that the AVE value for all variables exceeds 0.5. Thus, all variables can be considered reliable (reliable). This means that each variable has good discriminant validity (Ana Mariyatul Habibah & Dewi Andriani, 2022)

Cronbach's Alpha

Figure 4. Cronbach's alpha diagram



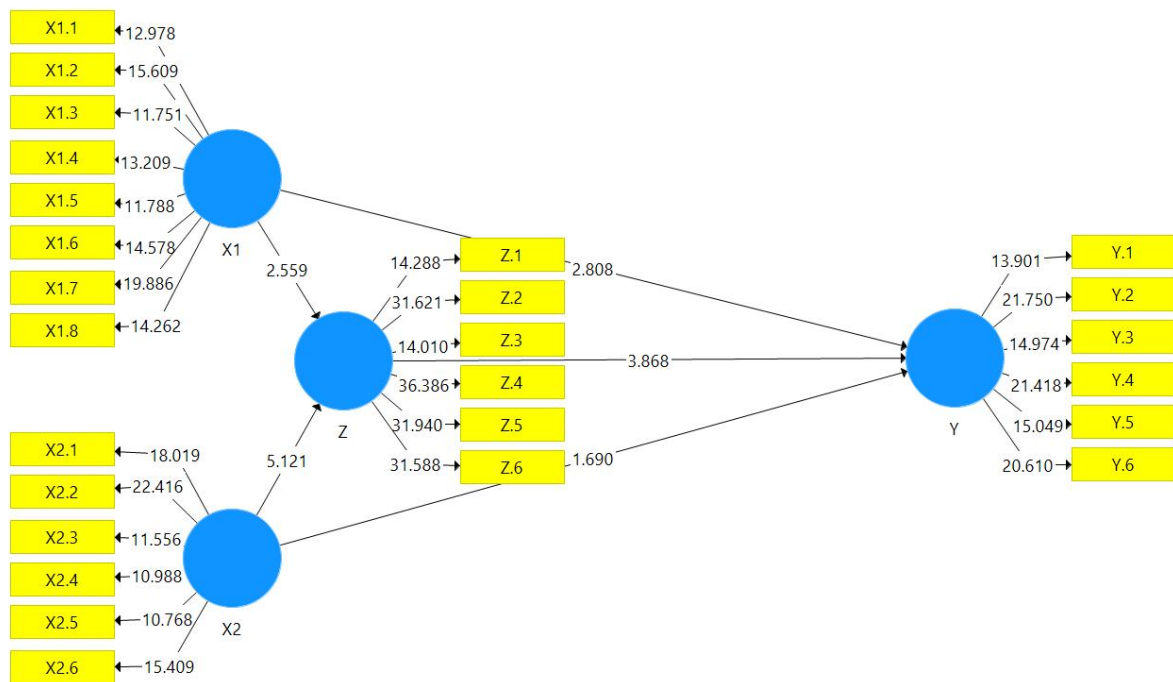
Source: SmartPLS output, 2025

shows good internal reliability > 0.70, indicating sufficient internal consistency in the measurement of the constructs and providing confidence that the data collected is reliable

Structural Model Analysis (Inner Model)

Structural model or inner model testing is carried out by reviewing the influence or relationship between constructs, significant values and R-Square (R2) of the research model, measurement analysis is carried out using SmartPLS 4.0 showing the following picture:

Figure 5. SmartPLS Inner Loading Diagram



Source: SmartPLS output, 2025

In this process, the aim is to explain how strong the influence or relationship of the independent latent variable is on the dependent latent variable through the intervening variable using the measurement standard of 0.75 as strong, 0.50 as moderate and 0.25 as weak. The table below is the result of the R-Square estimate using SmartPLS:

Table 4. R-Square Value

Variable	R Square
Employee performance (Y)	0.716
Employee Development Program (Z)	0.564

Source: SmartPLS output, 2025

Table 4 proves that the employee performance variable (Y) has an R-Square value of 0.716 or 70%. This value proves that the structural model in this study is categorized as strong because it has an R-Square value > 0.67. Thus, it can be concluded that the variables of Professionalism (X1) and Work Discipline (X2) can measure and have a good relationship with the Employee Performance variable with a good R-Square value of 70%. While from table 4 the employee development program variable (Z) has an R-Square value of 0.564 or 60%. This value proves that the structural model in

this study is categorized as moderate because it has an R-Square value of > 0.33 . From this, it can be concluded that the variables of Professionalism (X1) and Work Discipline (X2) can measure and have a moderate relationship with the Employee Development Program variable with a moderate R-Square value of 60%.

Hypothesis Test

The results of data analysis can be used to answer the research hypothesis. The coefficient obtained is used to test this hypothesis. If the coefficient shows a positive value, then the hypothesis is considered to have a positive relationship (Friska Helviana V, Dewi Andriani, 2024). This research can be said to be significantly accepted if the P-Values value < 0.05 and the t-statistic value > 1.96 . The following are the results of hypothesis testing:

Table 5. Bootstrapping

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Professionalism (X1)->Employee performance(Y)	0.294	0.303	0.111	2.639	0.009
Professionalism (X1)->Employee Development Program (Z)	0.269	0.288	0.115	2.344	0.019
Work Discipline (X2)->Employee performance(Y)	0.187	0.189	0.105	1.784	0.075
Work Discipline (X2)-> Employee Development Program (Z)	0.528	0.518	0.111	4.764	0.000
Employee Development Program (Z)-> Employee performance(Y)	0.457	0.449	0.118	3.890	0.000

Source: SmartPLS output (2025)

Based on table 5, it can be explained that:

1. By referring to the SmartPLS measurement results of the Professionalism variable, it proves that the value of this variable is $t_{count} > t_{table}$ with a value of $2.639 > 1.96$, while the p-value measurement is $0.009 < 0.05$. It can be concluded that from the measurement results it can be explained that Professionalism has a significant effect on the performance of 100 employees who work at PT X.
2. By referring to the SmartPLS measurement results of the Professionalism variable, it proves that the value of this variable is $t_{count} > t_{table}$ with a value of $2.344 > 1.96$, while the p-value measurement is $0.019 < 0.05$. It can be concluded that from the results of these measurements it can be explained that Professionalism has a significant effect on the Development Program of 100 employees who work at PT. X.
3. By referring to the SmartPLS measurement results of the Work Discipline variable, it proves that the value of this variable is $t_{count} < t_{table}$ with a value of $1.784 < 1.96$, while the p-value

measurement is $0.075 > 0.05$. It can be concluded that from the results of these measurements it is explained that Work Discipline does not have a significant influence on the performance of 100 employees who work at PT X.

4. By referring to the SmartPLS measurement results of the Work Discipline variable, it proves that the value of this variable is $t_{count} > t_{table}$ with a value of $4.764 > 1.96$, while the p-value measurement is $0.000 < 0.05$. It can be concluded that from the results of these measurements it can be explained that Work Discipline has a significant effect on the Development Program of 100 employees who work at PT X.
5. By referring to the SmartPLS measurement results of the Employee Development Program variable, it proves that the value of the variable is $t_{count} > t_{table}$ with a value of $3.890 > 1.96$, while the p-value measurement is $0.000 < 0.05$. It can be concluded that from the results of these measurements it can be explained that the Employee Development Program has a significant effect on the performance of 100 employees who work at PT X.

DISCUSSION

Effect of Professionalism on Employee Performance

With reference to the research results, it is confirmed that professionalism has a positive and significant effect on employee performance at PT X. Which means, the higher the level of professionalism that employees master in carrying out their duties, the better the resulting performance. This proves that the better the behavior shown by employees in completing tasks and responsibilities with integrity can optimize employee performance. The positive correlation between professionalism and employee performance aligns with the theoretical framework that suggests that higher professionalism leads to increased accountability and commitment among employees. This finding supports previous studies (Ummah, 2019) and (Fachmi et al., 2021), In contrast, studies (Gerhana et al., 2019) suggest that other factors may equally influence performance, which highlights the need for a holistic approach to employee development.

Professionalism is built by several indicators, including competence, effectiveness, efficiency, and responsibility. The largest contribution is in the responsibility indicator. This proves that employees are aware and committed to fulfilling obligations and being accountable for work to management and customers. Supported by the majority of respondents agreeing that employees must understand their role in achieving company goals. High professionalism illustrates the level of responsibility of employees towards several tasks that are carried out, which increases morale and helps achieve company goals, this directly contributes to increasing performance in the company (Abbas, 2020). The influence of professionalism on employee performance at PT X occurs due to the skills, knowledge, and strong sense of responsibility of employees, which makes employees better able to carry out their responsibilities and duties properly. This is shown by the majority of employees who have worked for >16 years, these employees better understand the standard tasks that must be fulfilled and desired by the company.

Effect of Professionalism on Employee Development Program

The results of this study prove that the level of professionalism has a positive and significant impact on employee development programs at PT X. This means that the higher the level of professionalism possessed by employees in carrying out their duties, the more effective the employee development program implemented. This shows that the better the behavior shown by employees in carrying out responsibilities and duties with full integrity can be fulfilled by the employee development program. This is consistent with findings from (Wulan Ndari et al., 2024) (Widyastomo et al., 2022) (Ayu Lucy Larassaty et al., 2023) and suggests that training policies at PT X should emphasize cultivating professional attitudes to enhance participation in development programs.

Professionalism is built by several indicators, including competence, effectiveness, efficiency, and responsibility. The largest contribution is in the responsibility indicator. This proves that employees are aware and committed to fulfilling obligations and being accountable for work to management and customers. Supported by the majority of respondents agreeing that employees must understand their role in achieving company goals. The employee development program produces professional employees as indicated by an improved attitude in completing tasks, so that employees become more effective efficient, and responsible in carrying out their duties(Kania, 2024). The influence of professionalism on employee development programs at PT X can be seen from the skills, knowledge, and sense of responsibility mastered by employees, which allows employees to function more effectively in each program run. This is also reflected in the majority of permanent employees who feel a higher level of security and commitment when participating in the programs.

Effect of Work Discipline on Employee Performance

The results of this study prove that work discipline does not have a significant positive effect on employee performance at PT. X. which means that the lower the level of work discipline causes a decrease in employee performance. This proves that employees' willingness to obey work rules and company standard operating procedures has no effect on employee performance. This research is also supported by previous research(Da Silva et al., 2022)(Kitta et al., 2023)(Stubbendorff et al., 2022) and This contrasts with (Kholifah & Firdaus, 2023) who found a positive relationship. The implications for PT X's training policy may include the need for stricter enforcement of work discipline standards and enhanced communication regarding the importance of adherence.

Work discipline is built by several indicators, namely adherence to work rules, frequency of attendance, and work ethics. The indicator that contributes the most is adherence to work rules even though it has no effect on employee performance. This shows that employees are not fully willing to comply with standard operating procedures and work regulations in the company. The majority of respondents agreed that employees should comply with work rules for safety and efficiency even though no significant performance improvements could be measured. Employees are often absent or alpha for no reason, which causes many of them to be lazy to work and negatively impacts overall performance(Lestari & Afifah, 2020). The impact of work discipline on employee performance at PT X does not show an influence on employee performance, there are still employees who are late for attendance, ignorant of the rules set by the company, do not carry out their duties in accordance with standard operating procedures which cause decreased employee performance. This is indicated by the majority of respondents who have worked for > 16 years, employees feel they have higher experience, so they tend to underestimate company regulations compared to employees who have only worked for about 2 years.

Effect of Work Discipline on Employee Development Program

The results of this study prove that work discipline has a positive and significant influence on employee development programs at PT X. This means that the higher the level of work discipline implemented by employees, the more effective the development program will be. This means that the higher the level of work discipline implemented by employees, the more effective the development program will be. This shows the willingness of employees to obey work rules and standard operating procedures of the company. his aligns with findings from(Djuwantoro et al., 2024)(Wulandari et al., 2023)(Musrifa et al., 2024)(Pps et al., 2020) and suggests that PT X should implement training modules that reinforce the value of discipline in the workplace.

Work discipline includes several indicators, such as adherence to work rules, frequency of attendance, and work ethics. Among these indicators, adherence to work rules contributes the most to the success of employee development programs. This shows that employees are willing to comply with standard operating procedures and work regulations in the company. The majority of respondents agreed that employees must comply with work regulations for safety and efficiency.

Employee development programs can change the behavior and attitudes of employees to improve their work (Mahdafiqia, 2024). The influence of work discipline on employee development programs at PT X is seen from the regularity and compliance of employees with regulations, because disciplined employees are more likely to commit and invest in employee self-development, which will further improve employee performance and contribution to the company. This is also reflected in the majority of respondents who have the last education S1, employees with higher educational backgrounds more easily learn to appreciate discipline as a foundation for improving skills and performance.

Effect of Employee Development Program on Employee Performance

The results showed that the employee development program has a positive and significant effect on employee performance at PT X. This means that the more effective the development program implemented, the better the performance produced by employees. This means that the more effective the development program implemented, the better the performance produced by employees. This shows that there is a structured and sustainable annual process to improve employee capabilities and performance according to the needs of each division through structured training, mentoring, and performance evaluation. This is supported by (Sulistiyowati et al., 2024) (Ardani & Firdaus, n.d.) (Mousa & Othman, 2020) who argue that targeted training enhances employee capabilities. PT X should leverage this insight to refine its training curriculum to meet specific employee needs.

Employee development programs include several indicators, such as basic training, skills training, and comprehension training capabilities. Among these indicators, skills training is proven to contribute the most to employee performance progress. This proves that there is a program to improve the specific skills needed by employees in each division so that employees can make the best contribution in the workplace. The majority of respondents agreed that skills training can improve employees' specific skills in each division. Employees who take part in available training are likely to have a significant impact on the results obtained by the company, so that the company has quality employees (Setiawan et al., 2021). The effect of employee development programs on employee performance at PT X is evident from the increased skills and knowledge gained through training. Employees feel more competent and confident in carrying out some of the employee's daily tasks so that there is a significant increase in work output, as well as the ability of employees to complete tasks more efficiently and effectively. This is shown from the majority of respondents who have the last education S1, employees with higher education often appreciate the opportunity to improve their skills with employee development programs provided by the company.

The findings suggest that PT X should prioritize professionalism and discipline in its training policies to enhance employee performance. Tailored programs that focus on these aspects could lead to better outcomes in productivity and job satisfaction.

CONCLUSIONS

Employee performance at PT X is influenced by work professionalism, because employees who have high professionalism will have a high sense of responsibility to carry out the duties that have been assigned. However, work discipline does not affect employee performance, because there are still many employees who do not obey the rules, thus hindering the improvement of employee performance. Employee development programs affect employee performance, because the training programs held teach employees to be more professional towards the tasks assigned and employees are more disciplined with the rules set by the Company. The author realizes that this research has limitations because it only involves permanent employees, so the results may not reflect the views or conditions of all employees in the company. Therefore, this research should be considered as a first

step and further requires further development to cover a broader spectrum of employees using longitudinal research.

REFERENCES

- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458. <https://doi.org/10.1016/j.jclepro.2019.118458>
- Aisyah, M. F., Utami, W., Sunardi, S., & Sudarsih, S. (2017). Kualitas Sumber Daya Manusia, Profesionalisme Kerja, Dan Komitmen Sebagai Faktor Pendukung Peningkatan Kinerja Karyawan PDAM Kabupaten Jember. *E-Journal Ekonomi Bisnis Dan Akuntansi*, 4(1), 131. <https://doi.org/10.19184/ejeba.v4i1.4753>
- Ana Mariyatul Habibah & Dewi Andriani. (2022). *Kinerja Karyawan UD . Ratu Kencana Pangan*. 1(9), 3100–3111. <https://doi.org/10.30736/v2i2.100>
- Andriani, D., & Redita Ramadhani, R. (2022). Pengaruh Kepemimpinan Transformasional, Lingkungan Kerja Dan Insentif Terhadap Disiplin Kerja Pada Koperasi Serba Usaha Tunas Setia Baru Kabupaten Pasuruan. *Jurnal Ilmiah Manajemen Dan Kewirausahaan*, 2(1), 1–11. <https://doi.org/10.55606/jimak.v2i1.596>
- Ardani, A., & Firdaus, V. (n.d.). *Training, Skills, Experience and Implications for Employee Performance Q5 Steak and Bowl in East Java*. 1–14. <https://orcid.org/0000-0002-7290-950X>
- Asgaruddin, A. (2023). Work Professionalism Through Work Discipline on Employee Performance (a Literature Study Human Resource Management). *Dinasti International Journal of Management Science*, 4(6), 1104–1114. <https://doi.org/10.31933/dijms.v4i6.1943>
- Atika, K., & Mafra, N. U. (2020). Pengaruh Kualitas Sumber Daya Manusia dan Profesionalisme Kerja Terhadap Kinerja Karyawan Pada PT. PIN (Persero) Pelaksana Pembangkit Bukit Asam Tanjung Enim. *Jurnal Media Wahana Ekonomika*, 17(4), 355. <https://doi.org/10.31851/jmwe.v17i4.5098>
- Ayu Lucy Larassaty, Nur Layli Fatikhatus Nisa, & Sherly Amalia Fernanda. (2023). Dampak Program Pengembangan Diri Pada Pertumbuhan Pribadi Dan Pertumbuhan Profesional Pada Pt Ati Trasindo. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 3(3), 323–328. <https://doi.org/10.55606/jaemb.v3i3.1900>
- Candra, A., Sudiro, A., & Susilowati, C. (2023). The relationship between work professionalism and job satisfaction toward employee performance in mediating of organizational climate. *International Journal of Research in Business and Social Science (2147- 4478)*, 12(2), 177–186. <https://doi.org/10.20525/ijrbs.v12i2.2380>
- Da Silva, L. B. P., Soltovski, R., Pontes, J., Treinta, F. T., Leitão, P., Mosconi, E., de Resende, L. M. M., & Yoshino, R. T. (2022). Human resources management 4.0: Literature review and trends. *Computers and Industrial Engineering*, 168(March). <https://doi.org/10.1016/j.cie.2022.108111>
- Djuwantoro, V. S., Firdaus, V., Ekonomi, F., Sidoarjo, U. M., & Timur, J. (2024). Employee Engagement , Discipline , And Reward On Employee Performance At Pt Citra Margatama Surabaya . 11(1), 43–55. <https://doi.org/10.35794/emba.v9i3.34527>
- Dwi pernanda, S. (2024). Pengaruh Kepemimpinan Dan Pengembangan Karir Terhadap Kepuasan Kerja Dengan Disiplin Kerja Sebagai Variabel Intervening Pada UPT SMP 1 Basa IV Balai. *Journal of Science Education and Management Business*, 2(3), 240–252. <https://doi.org/10.62357/joseamb.v2i3.260>
- Eryana, E., & Indah, A. (2020). Pengaruh Rekrutmen Dan Pengembangan Karyawan Terhadap Kinerja Karyawan Di Radio Republik Indonesia (RRI) Bengkalis. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 9(1), 15–24. <https://doi.org/10.46367/iqtishaduna.v9i1.207>
- Espegren, Y. (2024). Reasons for HR analytics adoption in public sector organisations: evidence from Swedish public administrations. *Personnel Review*. <https://doi.org/10.1108/PR-03-2024-0219>
- Fachmi, M., Sultan, Z., & Ngandoh, A. M. (2021). the Role of Work Motivation in Mediating Effect of

- Professionalism on Employee Performance. *Jurnal Ekonomi Dan Manajemen*, 15(1), 39–50. <https://doi.org/10.30650/jem.v15i1.2149>
- Firdaus, V. F., & Sidoarjo, U. M. (2019). *Pengaruh Pelatihan dan Pendidikan Kewirausahaan 2018*. March. https://www.researchgate.net/profile/Vera-Firdaus/publication/330105224_Jurnal_Fenomena_2018/links/5c836ecd458515831f92f1e7/Jurnal-Fenomena-2018.pdf
- Firdaus, V., Irwanto, M., Iffa, E., Dewi, L. I., Iman, M. F., & Rochan, O. S. (2024). Dinamika Diversitas Dan Inklusi Dalam Membangun Kinerja Umkm Go Internasional Dengan Strategy Agility Sebagai Variabel Mediasi (Studi Pada Pelaku Umkm Kawasan Wisata Jawa Timur). *Stratēgo: Jurnal Manajemen Modern*, 6(3), 415–427. <https://journalpedia.com/1/index.php/jmm/article/view/2131>
- Friska Helviana V, Dewi Andriani, V. F. (2024). Pengaruh Komunikasi Kerja, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Kasus: pada Beberapa Minimarket Indomaret di Wilayah Kabupaten Sidoarjo). *Sports Culture*, 15(1), 72–86. <https://doi.org/10.25130/sc.24.1.6>
- Furqan, S., & Siregar, O. M. (2022). Analisis Perekrutan Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan Pada Industri Kreatif Agensi Periklanan. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 2(6), 217–224. <https://doi.org/10.55047/transekonomika.v2i6.286>
- Gerhana, W., Rehti, R., & Wasis, W. (2019). Pengaruh Kualitas Sumber Daya Manusia dan Profesionalisme terhadap Kinerja Karyawan dengan Komitmen Organisasi sebagai Variabel Intervening (Studi Kasus pada Karyawan Dinas Pendidikan Hulu Sungai Selatan). *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 3(1), 49–57. <https://doi.org/10.35130/jrimk.v3i1.50>
- Hadi Panjaitan. (2022). The Effect of Human Resources Quality and Work Professionalism on Employee Performance at UD. Nacen Rupert Serdang Bedagai. *International Journal of Economics (IJEC)*, 1(1), 275–281. <https://doi.org/10.55299/ijec.v1i1.173>
- In, P., Berlian, P. T., & Pasifik, K. (1957). Pengaruh Pelatihan Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan Pada Pt. Berlian Kharisma Pasifik Manado. *Australian Surveyor*, 16(7), 429–447. <https://doi.org/10.1080/00050326.1957.10437402>
- Jufrizen, J. (2021). The Influence of Work Facilities and Work Discipline on Employee Performance Through Work Motivation. *Sains Manajemen*, 7(1), 35–54. <https://doi.org/10.30656/sm.v7i1.2277>
- Kania, D. (2024). Green human resource management and green behavior: Mediating work engagement. *International Journal of Applied Finance and Business Studies*, 12(1), 19–27. <https://doi.org/10.35335/ijafibs.v12i1.275>
- Kholifah, D., & Firdaus, V. (2023). Pengaruh Stres Kerja, Kedisiplinan dan Reward Terhadap Kinerja Pegawai (PERUMDAM Mojopahit Mojokerto). *Innovative Technologica: Methodical Research Journal*, 3(1), 1–9. <https://doi.org/10.47134/innovative.v3i1.11>
- Kitta, S., Nurhaeda, N., & Idris, M. (2023). Pengaruh Kompetensi, Pengalaman Kerja, Lingkungan Kerja, dan Disiplin Kerja Terhadap Kinerja Pegawai. *Jesya*, 6(1), 297–309. <https://doi.org/10.36778/jesya.v6i1.933>
- Lestari, S., & Afifah, D. (2020). Pengaruh Disiplin Kerja dan Pelatihan Kerja Terhadap Kinerja Karyawan (Studi Kasus pada PT Ardena Artha Mulia Bagian Produksi). *KINERJA Jurnal Ekonomi Dan Bisnis*, 3(1), 93–110. <https://uia.e-journal.id/Kinerja/article/view/1279/737>
- Mahdafiqia, A. Z. (2024). *Pengaruh Pengembangan Pegawai Terhadap Kinerja Pegawai Dengan Disiplin Kerja Sebagai Variabel Intervening Pada Dinas* 2(2). <https://repository.unja.ac.id/>
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243. <https://doi.org/10.1016/j.jclepro.2019.118595>
- Musrifa, N., Firdaus, V., Ubaidillah, H., Bisnis, F., Sosial, I., & Sidoarjo, U. M. (2024). Communication , Work Environment , Discipline and Performance in Employees of PT . Food Lestari (Finna Food) Sidoarjo. 11(1), 7–14. <http://dx.doi.org/10.33087/ekonomis.v9i1.2040>
- Niati, A., Soelistiyono, A., & Ariefiantoro, T. (2019). Pengembangan Kemampuan Sumber Daya Manusia melalui Pelatihan Komputer Microsoft Office Excel untuk Meningkatkan Kinerja

- Perangkat Desa Mranggen. *E-Dimas: Jurnal Pengabdian Kepada Masyarakat*, 10(1), 105. <https://doi.org/10.26877/e-dimas.v10i1.3557>
- Oktavia, C. F., & Firdaus, V. (2023). Pengaruh Kompetensi, Motivasi Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan pada CV. Faris Collection Tulangan Sidoarjo. *Innovative Technologica: Methodical Research Journal*, 3(1), 1–11. <https://doi.org/https://doi.org/10.47134/innovative.v3i1.15>
- Pamulang, W. U. (2019). Pengaruh Disiplin Dan Motivasi Terhadap Kinerja Karyawan. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 2(3), 351–360. <https://doi.org/10.5281/zenodo.3269399>
- Panjaitan, M. (2017). Pengaruh Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Pt. Indojoya Agrinusa. *Jurnal Ilmiah METHONOMI*, 3(2), 7–15. <http://methonomi.net/index.php/jimetho/article/view/50>
- Pps, J., Ilah, M. A., Prasetyo, I., & Indrawati, M. (2020). Pengaruh Pengembangan Karir Dan Kompensasi Terhadap Kinerja Melalui Disiplin Kerja Karyawan Di Pt. Panasonic Gobel Eco Solutions Manufacturing Indonesia Pasuruan Ôçô Jawa Timur. *Jurnal Manajerial Bisnis*, 3(3), 184–200. <https://doi.org/10.37504/jmb.v3i3.255>
- Raymond, R. (2018). Peningkatan Kinerja Pemasaran Melalui Pelatihan Perencanaan Bagi Kelompok Usaha Kerajinan Taufan Handrycraft Di Kota Batam. *J-ABDIPAMAS (Jurnal Pengabdian Kepada Masyarakat)*, 2(1), 105. <https://doi.org/10.30734/j-abdipamas.v2i1.151>
- Rehman, A., & Solikhah, M. (2024). The Effect Of Individual Competence, Compensation And Organizational Climate On Employee Performance With Job Satisfaction As An Intervening Variable. *Journal Research of Social Science, Economics, and Management*, 3(8), 1645. <https://doi.org/10.59141/jrssem.v3i8.633>
- Report, S., & Report, A. (2023). *Meningkatkan Produktivitas untuk Pertumbuhan Berkelanjutan Disclaimer ans Scope of Responsibilities*. <https://spunindo.com/laporan-keberlanjutan/?lang=id>
- Saputra, H. R. M. I. (2019). Pengaruh Profesionalisme dan Disiplin Kerja terhadap Kinerja Pegawai pada Kantor Camat Batang Cenaku Kabupaten Indragiri Hulu. *Ekonomi Dan Bisnis*, 10(3), 376–380. <https://ekobis.stieriau-akbar.ac.id/index.php/Ekobis/article/view/228>
- Sari, A. N., Febriansyah, Y., Oktaviannur, M., & Farida, I. (2024). *Journal of Administration , Policy and Service Integration (JAPSI) The Influence of Education and Training , Discipline , Experience on Employee Performance at the Staffing and Human Resource Development Agency of Pesawaran District*. 1(2), 1–15. <https://journal.ubl.ac.id/index.php/japsi/issue/current>
- Sari, H. I. (2022). Peningkatan Kinerja Karyawan Dengan Pelatihan Melalui Kompetensi. *Cakrawala Ekonomi Dan Keuangan*, 29(1), 15–22. <https://doi.org/10.56070/cakrawala.v29i1.20>
- Setiawan, I., Ekhsan, M., & Parashakti, R. dhyana. (2021). Pengaruh Pelatihan Terhadap Kinerja Karyawan Yang Di Mediasi Kepuasan Kerja. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 1(2), 186–195. <https://doi.org/10.59832/jpmk.v1i2.32>
- Silalahi, E. E. (2019). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan dengan Pengembangan Karier sebagai Variabel Intervening pada PT. Solusindo Mitra Sejahtera di Jakarta. *Media Manajemen Jasa*, 7(1), 61–74. <https://doi.org/10.52447/mmj.v7i1.2450>
- Sinaga, A., Alam, A. P., Daud, A., Br. Barus, R. A., & Amri, S. (2020). Analisis Peningkatan Kinerja Karyawan Melalui Pelatihan dan Pengembangan pada Bank Muamalat Cabang Medan Balai Kota. *El-Mal: Jurnal Kajian Ekonomi & Bisnis Islam*, 3(2), 233–251. <https://doi.org/10.47467/elmal.v3i2.571>
- Stubbendorff, A., Sonestedt, E., Ramne, S., Drake, I., Hallström, E., & Ericson, U. (2022). Development of an EAT-Lancet index and its relation to mortality in a Swedish population. *American Journal of Clinical Nutrition*, 115(3), 705–716. <https://doi.org/10.1093/ajcn/nqab369>
- Sulistyowati, M. A., Andriani, D., Firdaus, V., Manajemen, P. S., Bisnis, F., Dan, H., Sosial, I., & Sidoarjo, M. (2024). *Improving The Peformance Of Outsourced Employees*. 7, 5724–5739. <https://doi.org/10.1111/ijmr.12075>
- Tanjung, A. A., & Rasyid, M. A. (2023). Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja

- Karyawan Efarina Tv. *Jurnal Manajemen Ekonomi Dan Bisnis*, 2(1), 49–59. <https://doi.org/10.61715/jmeb.v2i1.78>
- Ummah, M. S. (2019). The Influence Of Professionalism, Discipline And Reliability On Improving Employee Performance. *Sustainability (Switzerland)*, 11(1), 1–14. <https://doi.org/10.29040/ijebar.v8i2.13378>
- Wartono, T. (2017). Pengaruh stres kerja terhadap kinerja karyawan (studi pada karyawan majalah moother and baby). *KREATIF: Jurnal Ilmiah Prodi Manajemen*, 4(2), 41–55. <https://core.ac.uk/download/pdf/337609617.pdf>
- Waterkamp, C. I. A., Tawas, H., & Mintardjo, C. (2017). Pengaruh Profesionalisme, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia (Persero) Cabang Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(3), 2808–2818. <https://doi.org/10.35794/emba.v5i3.17159>
- Widyastomo, H., Fauzi, A., Kusuma Wibowo, H., Tamba, R., Swasti, U., & Rahmat, A. (2022). Adaptabilitas Karir, Motivasi Dan Pelatihan Serta Profesionalisme Sebagai Faktor Yang Berpengaruh Terhadap Pengembangan Karir Karyawan Di Masa Pandemi Covid-19. *Jurnal Syntax Transformation*, 3(05), 796–801. <https://doi.org/10.46799/jst.v3i5.563>
- Wulan Ndari, N., Illa Azzahra, N., Rafifatur Rozany, N., Trihantoyo, S., & Nuphanudin, N. (2024). Evaluasi Pengembangan Karir dalam Meningkatkan Profesionalisme Guru di SDN Pakis 1/368. *Jurnal Penelitian Ilmu Pendidikan Indonesia*, 3(2), 247–255. <https://doi.org/10.31004/jpion.v3i2.266>
- Wulandari, T. D., Kusuma, A. K., & Firdaus, V. (2023). Peranan Kompetensi, Disiplin Kerja, Dan Work Environment Terhadap Kinerja Karyawan Pada Bank BNI di Sidoarjo. *Management Studies and Entrepreneurship Journal (MSEJ)*, 4(6), 7897–7908. <http://dx.doi.org/10.33087/ekonomis.v8i2.1771>
- Yani, M., Entang, M., & Tukiran, M. (2021). The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies (IJOSMAS)*, 2(2), 1–16. <https://doi.org/10.5555/ijosmas.v2i2.14>